

Carleton University

Ottawa, Ontario

Building for the Future

President's Report 2000



Carleton
UNIVERSITY

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Building for the Future

President's Message

This is a great time to be the President of Carleton University. When I look around this campus and see the energy and activity around me, I feel more confident in Carleton's ability to thrive and succeed than ever before. There is definitely a feeling of confidence in the air. It's the confidence that comes from knowing we've made the right decisions and believe in what we are doing. And while we know we are on track, the very positive response we've had from the external community is a welcome indicator that the "New Carleton" is resonating with students, alumni, donors, our partners, and the public.

Adding to the excitement is the major expansion and rejuvenation of the campus, with almost \$120 million in construction and renovation underway over the next two years. Carleton was among the most successful universities in Ontario in the province's SuperBuild program, receiving the full \$40 million in funding that we requested. And our donors and partners in the private and public sector have also shown their support for Carleton. Our endowments are at the highest level ever, which gives us the ongoing support we need to build scholarships and bursaries. A growing number of companies are working with us to establish research chairs, specialized facilities and programs to leverage Carleton's existing expertise in areas such as business and science journalism, advanced materials research, human-computer interface, business, architecture, engineering, and many others.

While things are going very well at Carleton, we are facing a serious external problem that confronts all Ontario universities. Despite active lobbying, Ontario continues to be one of the least supportive jurisdictions in North America for post-secondary education. This policy has serious repercussions for both this province and for all of Canada. Universities are the knowledge engines that will continue to drive Canadian competitiveness and prosperity, but we must have the resources to do so. Both Ontario and the federal government have substantially improved the amount of research funding available, and that is very good news. But a more pressing issue is the basic grants that universities receive to deliver high quality undergraduate and graduate education. Due to the demographic bulge of the "echo" generation, and the increasing percentage of Canadians who make the wise decision to attend university, there will be significant growth in enrolments over the next decade. But all of the new students we are expecting must come accompanied by grant increases. There is just no other way for us to accommodate the increase. We are grateful for the province's generosity with SuperBuild, but we won't have any professors to teach in the new buildings or staff to support our activities without increases in our operating grants.

Part of my confidence in Carleton University is our ability to cope with this and other challenges. The impressive review of awards and accomplishments you will see in the pages of this report are just a selection of the many achievements of Carleton's outstanding researchers, teachers, and students. Our future growth is going to bring a tremendous renewal of our staff and faculty, and those new people will bring new ideas and energy and abilities with them that will enrich our community. Our student body is going to grow, and that will be a challenge, but will also make Carleton University a dynamic and interesting place. These are going to be exciting years ahead, and that may be the best confidence builder of all.



Richard J. Van Loon
President and Vice-Chancellor
Carleton University

Celebration of Achievement

Carleton University has a lot to be proud of these days. We're attracting more and more top students, our research funding is the highest in our history, and we've launched an extensive building program on campus. But it's the individual achievements of faculty, staff, students, and alumni that provide a solid foundation for our future. Whether it's the national awards for faculty, top prizes for our students, the commitment of staff or the achievements of alumni—they are all worth celebrating.

Here are just a few examples:

John Shepherd, Professor of Music and Sociology, received the country's top academic accolade by being elected a Fellow of the Royal Society of Canada. A professor in the School for Art and Culture at Carleton, Shepherd has earned international acclaim for his research on the role of popular music as a social form of expression and communication. The Society recognizes Shepherd as "a leading architect of post-war critical musicology." He is currently the project leader on a massive Encyclopedia of Popular Music of the World, scheduled for completion in 2003.

In April, Carleton biologist Mark Forbes received a Premier's Research Excellence Award (PREA) developed by the Ontario government to recognize research excellence. The award, worth \$150,000, will allow Forbes and three doctoral students to further investigate the effects of parasites, disease, and environmental stress on three animal populations of commercial or environmental value.



John Shepherd



Mark Forbes

The first graduates of Carleton's College of the Humanities—25 in total—proudly received the distinctive Bachelor of Humanities with Honours degree at Spring Convocation. The College brings together highly qualified students in a small collegial atmosphere to receive an intensive liberal arts education with in-depth study of history, philosophy, religion, literature, music, and art.



Carol and Donald Shields

Fall Convocation 1999 Honorary degree recipients

Leonard Lee, President of Lee Valley Tools, Doctor of Engineering, *honoris causa*

Ivan Fellegi, Chief Statistician of Canada, Doctor of Science, *honoris causa*

Spring Convocation 2000 Honorary degree recipients

Marion Dewar, former Mayor of Ottawa and Vice-Chair of the Carleton University Board of Governors, Doctor of Laws, *honoris causa*

James Downey, former President of Carleton University, the University of New Brunswick, and the University of Waterloo, Doctor of Laws, *honoris causa*

Carol Shields, Pulitzer Prize-winning author, winner of the Governor General's Award for Fiction, Doctor of Literature, *honoris causa*

Donald Shields, former Dean of Engineering, University of Manitoba, Doctor of Engineering, *honoris causa*

Karl Diedrich, former storekeeper, Department of Chemistry, Master of Science, *honoris causa*

Sydney Wise, Professor Emeritus of History and former Dean, Faculty of Graduate Studies and Research, Doctor of Laws, *honoris causa*

Judith Maxwell, President of Canadian Policy Research Networks and former Chair, Economic Council of Canada, Doctor of Laws, *honoris causa*

Jay Ingram, Co-host and Producer of @discovery.ca and former Host of CBC-Radio's program *Quirks and Quarks*, Doctor of Science, *honoris causa*

Founder's Award

Don Yeomans, former Chair of the Carleton University Board of Governors

High School Teaching Awards

Gerald Ryan, St. Mark High School

Karen Carter-Edwards, St. Joseph High School

vement



Vijay Jog and Linda Duxbury

Frances Woolley

Two professors from the School of Business have been recognized nationally for teaching and for contributions to the Public Service of Canada. Dr. Vijay Jog was one of four winners of the Leaders in Management Education Award for the Ontario region. The award recognizes individual professors at Canadian university schools of management who have demonstrated outstanding performance as classroom teachers and leaders in their profession. Professor Linda Duxbury won the prestigious APEX Public Service Citation for her outstanding contribution and support to the Public Service of Canada. Each year, the Association of Professional Executives of the Public Service of Canada (APEX), recognizes a non-public servant who has made a significant contribution to the public service by building bridges of communication between it and the Canadian public. Duxbury headed a major study on career development in the public sector last year. The School of Business recently launched a national fundraising campaign to continue its drive to be a leader in the New Economy.

Dominique Marshall



Ramachandra Achar (right) with colleague Michel Nakhla



Brian McKillop

One of the four national winners of the NSERC Doctoral Prize was Carleton's Dr. Ramachandra Achar, a graduate of the Department of Electronics. Now on faculty at the University, Achar has created computer-aided design tools that allow accurate modeling of the blisteringly fast signal operations of advanced circuit boards and computer chips. His techniques, which are being considered for adoption by some of the world's leading manufacturers, lead to shorter design times and more reliable products.

Professor J.N.K. Rao, School of Mathematics and Statistics, received the Henri Willem Methorst Medal of the International Statistical Institute in recognition of "outstanding and significant service rendered."

One measure of the depth and breadth of scholarly achievement is the hundreds of journal articles, books, and book chapters produced by Carleton faculty each year. Many receive national and international recognition for their work. This year, History professor Dominique Marshall won the Jean-Charles-Falardeau Prize for the best work in the Social Sciences (French) for her book, *Aux origines de l'Étot-providence – Familles québécoises, obligation scolaire et allocations familiales 1940-1955*. Linda Freeman from the Department of Political Science was this year's winner of the Harold Adams Innis Book Prize for her book entitled *The Ambiguous Chompion: Canodo and South Africa in the Trudeau and Mulroney Years*. And History professor Brian McKillop was nominated for a Governor General's Literary Award in the non-fiction category for *The Spinster and the Prophet—Florence Deeks, H.G. Wells and the Mystery of the Purloined Past*.

Economics professor Frances Woolley and colleague Carole Vincent were awarded the Canadian Policy Research Award for Outstanding Research Contribution for their paper "Taxing Canadian Families: What's Fair, What's Not" published in the IRPP Choices series.



Brigitte Desrochers, Jennifer Young
and Jennifer Furlong

Three Carleton students have won prestigious Women in Engineering and Science Scholarships (WES), awarded by the National Research Council. The awards encourage the participation and increased representation of women in engineering, science, and mathematics. Of 117 nominations for candidates from universities across Canada, only 25 women were selected. The three from Carleton are Biochemistry student Jennifer Furlong, and Jennifer Young and Brigitte Desrochers, both in Aerospace Engineering.

Third-year engineering student Damien Côté, who is President of the Canadian Federation of Engineering Students, was part of a team of Carleton engineering students who recently won first prize and \$10,000 in an international technology competition in France.



Lynn Collins

Kamilla Johannsdottir

Innovations in Education

- The University made history this fall by offering the first interdisciplinary doctoral program in Canadian studies in the country. The Ph.D. is jointly offered by Carleton's School of Canadian Studies and the Frost Centre for Canadian and Native Studies at Trent University, enabling students to draw on the vast expertise of both faculties.
- New students in Carleton's Faculty of Science will benefit from the first-year Seminars in Science introduced this fall. The seminars are designed to give students the skills they need to succeed through early feedback, faculty mentoring, and interactive learning.
- Another innovation in education is the new diploma program in Sonic Design that marries music with high technology, providing students with focused training in musical applications in the computing field and preparing them for careers in audio production for movies, video games, television, and radio.
- Carleton became the first university in Canada to host a Texas Instruments digital signal processing (DSP) "elite" laboratory. The Texas Instruments and Nortel Networks DSP Lab for Advanced Communications Research and Education puts Carleton at the forefront of DSP research and gives Carleton students a unique opportunity to access leading-edge technology.

Teaching Achievement Awards

John Armitage, Department of Physics
Simon Power, Department of
 Economics

Garry Tarr, Department of Electronics
Priscilla Walton, Department of
 English Language and Literature

Professional Achievement Awards—Lecturer/Instructor

Saban Alaca, School of Mathematics
 and Statistics
Janna Fox, School of Linguistics and
 Applied Language Studies
Jacques Maurice, School of Business

Professional Achievement Awards—Librarian

Judy Senecal
Dorothy Rogers

Betty Weiss Award

Lynn Collins, Deputy-Secretary of the
 Board of Governors, is the winner of
 the 2000 Betty Weiss Award, awarded
 annually to a member of the Carleton
 community who exemplifies
 commitment and service to others
 in their day-to-day conduct.

Alumni Entrepreneur of the Year

Camil Kourany, B.Arch./84

Alumni of the Year

John Redfern, Eng.Cert./56

A.D. Dunton Alumni Award

Barry J. Hobin, B.Arch./74

OCRI Student Award

Kamilla Run Johannsdottir, a Ph.D.
 student in Cognitive Science, won an
 OCRI Student Researcher of the Year
 Award for research into object-based
 attention and perception.

Research Based on a Capital Location

The Ottawa area is home to some of North America's hottest technology companies and Carleton University's research strengths have been growing right alongside this technology explosion. We know where we want to be—at the forefront of research on telecommunications and wireless technologies, encryption, neuroscience and medical physics, advanced materials and software development. Carleton's clear focus on our strengths combined with innovative partnerships helped us play a major role in building the Ottawa area's high technology capabilities. Carleton has also been enhancing its research program in the areas traditionally associated with the nation's capital—public policy, national issues, and Canada's place on the world stage. Through the 13 academic units in the Faculty of Public Affairs and Management, we are helping Canadians to understand today's complex world, and build the leaders of tomorrow.

Carleton University is committed to developing innovative partnerships with the public and private sectors to support our activities in a wide range of disciplines. Here are a few of our corporate partners:

Nortel / CTV / Alcatel / Reader's Digest /
Xerox / Glaxo Wellcome / Mitel /
Angus Reid Group / Texas Instruments /
Canadian Pacific / Royal Bank / IBM /
Entrust / KPMG / Mosaic Technologies /
Bridge Systems / Conexant /
The National Post / Corel / Cognos /
JDS Uniphase / Sun Life Financial /
Crosskeys / Pratt & Whitney / Minto /
Hewlett Packard / Bell Canada /
Canada Newswire / Panasonic Canada /

Civic Life.com / Webhancer / SAP / Deloitte & Touche / Microsoft / Bank of Montreal / Nesbitt Burns /
POLLARA / Bank of Nova Scotia / Sedona Networks / Manulife Financial / TD Bank / Sprott Securities /
The Discovery Channel / Monsanto / Dupont / CIBC / Rebel.com / Zenastra / Inco / Cisco Systems /
Fisher Scientific / Sun Microsystems / NavCanada / Environment Canada / National Research Council



Parliament Hill



Chip fabrication laboratory



Dr. Katherine Graham, Associate Dean of the Faculty of Public Affairs and Management, is one of Canada's leading experts on municipal governance and community development.



Gail Atkinson



Electrical engineering professor Jim Wight works closely with Conexant Microsystems, bringing his extensive knowledge of wireless technologies to the forefront of private sector design and application. Conexant employs many Carleton graduates, some of whom are shown here with Wight (seated at the end of the table). Carleton co-op students are gaining valuable work experience at Conexant and other employers in the region.

Capital Location



Tim Iaw



Jo-Anne LeFevre, Monique Sénéchal, Robert Coplan,
Tina Daniels and their children

Children are our Future

Carleton University researchers in the Department of Psychology are working to ensure that all children achieve their potential by increasing our understanding of child development. Dr. Robert Coplan is studying the causes and consequences of shyness in childhood, and working with school boards, teachers, and parents to develop intervention programs designed to assist extremely shy

children. Drs. Monique Sénéchal and Jo-Anne LeFevre have been following a group of young children from ages three to eight to track the effect of parents reading to their children on language and reading skills. Working with community groups, Sénéchal has shown that caregivers can easily learn "active book reading" techniques that can accelerate vocabulary acquisition rates in preschool children with delayed language skills. Many Canadians are concerned about aggression in children—particularly what is called "relational aggression," where the power of the group is used against an individual. Dr. Tina Daniels is studying this alarming phenomenon, as well as the long-term effects on children of witnessing violence and the effectiveness of peer mediation, teacher awareness training, and zero tolerance policies in providing alternatives to aggression and bullying.



Robert Coplan testing a four-year old

Robert Hoge and Peter Fried

Drs. Robert Hoge and Peter Fried are conducting research at the very beginning and end of childhood. Fried has received substantial funding from American and Canadian agencies to study the effects on child development of smoking and marijuana use in pregnancy. His team has been following the development of prenatally exposed children from birth into their teens to determine long-term effects. Hoge is investigating how and why young offenders get into trouble with the law, with the aim of identifying children at risk to attempt early intervention.

Research Achievement Awards

David Carment, Norman Paterson School of International Affairs

Zhiqi Chen, Department of Economics

Bruce Curtis, Department of Sociology and Anthropology

Fen Hampson, Norman Paterson School of International Affairs

Jag Humar, Department of Civil and Environmental Engineering

Dean Karlen, Department of Physics

Ioannis Lambadaris, Department of Systems and Computer Engineering

Dan McIntyre, Department of Psychology

Jörg-Rüdiger Sack, School of Computer Science

James Wight, Department of Electronics



Gail Atkinson

Ground-breaking Research

Dr. Gail Atkinson of the earth sciences department is heading up a new national facility that will lead to advances in our understanding of earthquakes. Atkinson is the lead investigator of the \$10-million POLARIS project, which involves a network of 30 researchers at four universities and in government labs and private industries across Canada. POLARIS is a network of geophysical observatories, connected

by satellite to Canadian universities, which will be used to collect information to study earthquakes. The observatories will provide detailed images of the Earth's crust that can also be used in resource exploration projects, such as identifying diamond deposits. Atkinson's research at Carleton will include the development of "rapid earthquake warning systems" to provide the operators of critical facilities such as dams, nuclear power plants, and rail lines with information on earthquake shaking in real time, so that appropriate response measures can be taken to minimize damage.



David Lau

Tim Law

"There are many well-inhabited areas that are at considerable risk of earthquakes," she says. "We need to continue to learn how to assess earthquake hazard, and prepare appropriately to protect those at risk."

Several other Carleton researchers are studying the effects of earthquakes on the manufactured environment. Dr. David Lau and Dr. Tim Law, both from Carleton's Department of Civil and Environmental Engineering, travel around the world to provide expert assessments of earthquake damage and make recommendations to minimize damage in the future. Dr. Jag Humar, Chair of the Department, lectures extensively on causes of building collapse and earthquake-resistant building techniques.



Wayne Wang and P.J. Sundararajan

Smarter, Faster, More Efficient

Exceptional demands are placed on the materials used to make new products and build our technology-filled world. That's why Carleton researchers are leading the way in developing, testing, and applying new materials that meet these demands. This growing new field of advanced materials research includes creating new custom-designed materials to meet specific purposes, increasing our understanding of the properties of existing materials, and learning how to make the best use of both.



Here are a few examples:

Professor Wayne Wang of Carleton's Department of Chemistry has been developing specialized polymers, which are organic materials that are plentiful and easy to manufacture. Polymers can be designed to react in specific ways to light and electricity, making them a natural choice for new opto-electronic devices and integrated photonic chips. Future applications include tunable organic lasers and intelligent neural transistors for the next generation of computers and telecommunications.

Dr. P.J. Sundararajan, the inaugural holder of the NSERC-Xerox Industrial Research Chair in Morphology of Smart Materials and Composites, is conducting fundamental studies of the structure and form of smart materials. His research will support the successful design and fabrication of "next generation" organo-electronic devices.

Carleton University Research Achievement Award winner and electronics professor Tom Smy is working on a new 3D version of his SINBAD software program, which is used worldwide to improve the design of metal components of silicon chips.

Dr. Gitte Lindgaard holds North America's first Research Chair in User-Centred Design. Based in Carleton's psychology department, Lindgaard is directing a research program to ensure that advanced technology products and software are designed to be compatible with how people will most comfortably use them.



Gitte Lindgaard

Tom Smy

Building for the Future

Carleton University is building for the future. Over the next three years, we will be engaged in an extensive building program designed to meet future enrolment demands, enhance the academic experience of students, and dramatically change the look of the campus.

During this time, the University will spend almost \$120 million to develop and improve the campus infrastructure. Already, several projects have been completed: the three-storey addition to the Minto Centre for Advanced Studies in Engineering; new landscaping and signage for the Bronson Avenue edge of campus; and extensive renovations and upgrades to existing classrooms.

A large part of the current building activity is being funded by the \$40 million received through the SuperBuild program, the provincial government's largest capital investment in Ontario's colleges and universities in more than 30 years. The money will go towards extra classroom space, improved teaching and research facilities, and centralized student services.

The impact of these changes will be dramatic and will be guided by a Campus Master Plan that provides a long-range vision and flexible planning tools to allow Carleton to respond to its changing circumstances.



Building a new home for our students

Teaching facilities are top priority

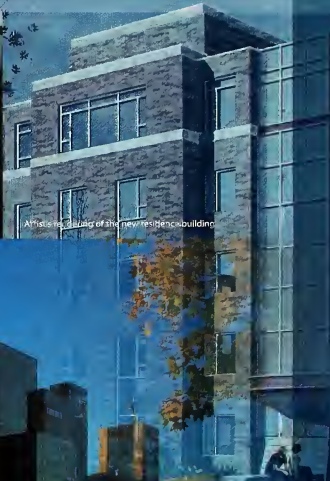
Building Projects at Carleton University

- The construction of a classroom pavilion, made possible by a major gift from alumnus David Azrieli, O.C., M.Arch/97, to house lecture theatres equipped with digital facilities to support and enhance instructional television programming;
- Additional space in the pavilion for the use of the National Capital Institute of Telecommunications, the graduate program in Architecture, and a proposed joint undergraduate degree/diploma program in information technology with Algonquin College;
- Refurbishment of the Tory Building to centralize student and registrarial services, provide additional classrooms, and create teaching laboratories for the Department of Biology. Space will also be provided for a new Educational Technology Centre;
- Construction of a building adjoining the Environmental Laboratories (ELBA) and the renovation of ELBA to accommodate the move of most of the Department of Biology;
- Alterations in the CTTC building to house some of the Department of Biology;
- Renovation of the Steacie and Herzberg buildings to provide space for Earth Sciences;
- Construction of a six-storey residence building to accommodate 396 students in apartment-style facilities;
- Construction of a Light Rail Transit station to be built by the regional government on the Carleton campus.



David Azrieli, O.C.

Artist's rendering of the new residence building



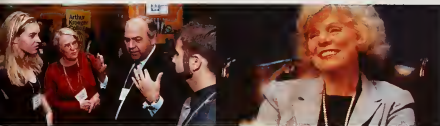


Scholarship winners (left to right):
Thomas Walker; Mariana Lafrance; Abraham Wehbi; Adam Fulton;
Shauna Rose Correia; Hamidah Meghani; Matthew Price; Isabelle Skalski

Capital projects are not purely physical. Look beyond the blueprints and you'll see the real building blocks behind Carleton's renewal—the people. The unprecedented support that we've received from alumni, faculty, staff, corporations, and friends of the University is helping Carleton to build a tradition of success.

Our Capital Campaign, now entering its final year, has attracted more than \$90 million, nearly double the original \$50-million target. These private donations are making a lasting impact on the University in the form of:

- student scholarships and bursaries;
- professorships and endowed chairs including the Carty Chair in Business and Financial Journalism, the New Sun Chair in Aboriginal Studies, and the CTV Chair in Science Broadcasting;
- a new classroom complex;
- \$1-million permanent endowment for the graduate program in architecture;
- the Annual Arthur Kroeger College of Public Affairs Leadership Forum and Awards Dinner;
- new research laboratories, classroom equipment and technology upgrades; and
- academic endowments in each of our five faculties.



Alumni, donors and friends of the University joined students at a celebration brunch on October 14 to mark the successful conclusion of a \$2-million fundraising campaign for the Arthur Kroeger College of Public Affairs.

Trina McQueen, B.J./64, Executive Vice-President of CTV Inc., celebrates the establishment of a new endowed Chair in science broadcasting at Carleton's School of Journalism and Communication. The Chair was established by a \$1 million gift from CTV Inc.

We're breaking ground in other ways as well. Graduates have been increasingly involved as mentors, members of the President's Advisory Councils, on campaign steering committees and as volunteer leaders of the University's alumni association. The loyalty and leadership shown by this strong community of alumni is inspiring.

By building on this foundation of support, we are facing the future with confidence in our ability to succeed.

Financial Report

Operating Result 1999-2000

Carleton University was able to make a far more substantial paydown of its accumulated deficit in 1999-2000 than was planned. When the operating budget for the year was approved in April 1999, it was projected that revenues would exceed expenditures by \$525,000. This reduction in the \$28 million accumulated deficit met the objectives of the Board-approved multiyear budget framework for deficit reduction. However, the actual operating result for the year shows a reduction in the accumulated operating deficit of \$2.2 million.

This variation is mainly attributable to increased grant and tuition income. The additional grant income came from the Access to Opportunities Program in support of enrolment increases in high demand engineering and computer science programs. This program provided an additional \$1.2 million in excess of the original budget in 1999-2000. The increased tuition revenue of \$3.7 million over budget is a result of the increase in first-year enrolment. The budget for the year contained the conservative estimate of flat first-year enrolment, whereas first-year enrolment increased by 11.7 percent.

The accumulated operating deficit at April 30, 2000 was \$25.8 million.

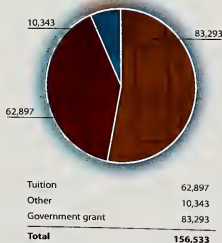
Other notable changes in the financial position of the University over the year include a \$1.3 million reduction in the accumulated deficits for ancillary services. That deficit stands at \$4.9 million at April 30, 2000. As well, the book value of the University's endowment fund increased by \$9.7 million (33 percent). The endowment now stands at \$38.5 million.

Strategic Allocations

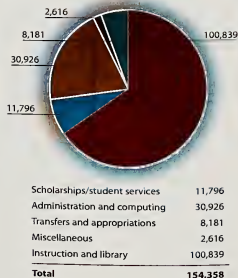
In 1999-2000, \$4.9 million in strategic resource allocations were made to improve the quality of academic programs and to provide better facilities and services for students. Of the total, \$2 million was allocated for faculty renewal; \$1.5 million for needs-based student aid; \$500,000 for additional scholarships; and \$500,000 for library acquisitions. The remaining \$400,000 was designated for improvements to student computing labs and additional support for the University's Co-op Office.

Other strategic allocations included the appropriation of \$4.2 million for the administrative systems renewal project.

Operating Income (\$000s)



Operating Expenditures (\$000s)



University Governance

Officers of the University

Arthur Kroeger
Chancellor

Richard J. Van Loon
President and Vice-Chancellor

G. Stuart Adam
Vice-President (Academic)
and Registrar

Feridun Hamdullahpur
Vice-President (Research)

Duncan Watt
Vice-President
(Finance and Administration)

Susan Gotthell
Assistant Vice-President
(Enrollment Management)

Susan Doyle
Assistant Vice-President
(Development and Alumni Services)

Aviva Freedman
Dean, Faculty of Arts and
Social Sciences

Allan M. Maslove
Dean, Faculty of Public Affairs
and Management

Peter J.S. Watson
Dean, Faculty of Science

Samy Mahmoud
Dean, Faculty of Engineering
and Design

Roger C. Blockley
Dean, Faculty of Graduate
Studies and Research

Leonard Librande
Dean of Students

Martin Fass
University Librarian

Board of Governors (2000 - 2001)

Allan Lumsden
Chair

Jacelyn Mallett
Vice-Chair

Greg Andonian
Louise Bergeron-de Villiers

Callin Betts
Margaret Bloodworth

Scott Bowman
Margaret Dacey

Peter Doherty
Rass Donaldson

David Dunn
Linda Duxbury

Roger Greenberg
Andrew Haydon

Nazeer Ladha
Gail Larose

Robert Laughton

Frank Ling
Michael Makin
Randal Marlin
Richard Martin
Barbara McInnes
Barbara McNally
Shirley Mills
Faisal Moosa
Judith Moses
Gail Mutton
James Pratt
Jacques Shore
Michelle Sutherland
Arthur Kroeger
Chancellor

Richard J. Van Loon
President and Vice-Chancellor

Patrick O'Brien
University Secretary

Senate (as of July 1, 2000)

Elective Faculty Seats
(terms ending June 30, 2003)

John Blenkinsop
(Secretary, Science Faculty Board)
Ann Clarke-Olah
(Secretary, PAM Faculty Board)
Doug Howe
Vinod Kumar
Edward Lai
Natalie Luckyj
George McKnight
(Secretary, FASS Faculty Board)
Donald Russell
Kenneth Torrance

Elective Faculty Seats
(terms ending June 30, 2002)

John C. Armitage
J. Andrew Brook
Michael Darland
Marvin Glass
Deborah Garham
David Long
L.T.R. McDonald
Shirley Mills
Michel Nakhlia
Susan Phillips
Joseph Ramis
Howard M. Schwartz
Boguslaw Wozniak

Elective Faculty Seats
(terms ending June 30, 2001)

Frances Abele
Greg Andonian
Jean Debardeleben
Bryan Gillingham
Stephen Godfrey
Roland Jeffreys
Mark Langer
Calleen Lundy
Michael Mac Neil
Dominique Rosse
Nicholas Rowe
John Shepherd
Tom Smy
Choon-Lai Tan
(Secretary, Engineering Faculty Board)

Elective Student Seats
(terms ending June 30, 2001)

Susan Ampleford
(Graduate Studies and Research)
Jennifer Breakpear
(Public Affairs and Management)
Tracy Coates
(Arts and Social Sciences)
DeAnn Foreman
(Arts and Social Sciences)
Tracy Law
(Science)
Ann Luu
(Public Affairs and Management)
Karin Manning
(Engineering)
Sean Andrew McFee
(Computer Science)
Mike McGinn
(Architecture)
Nada Teofilovic
(Graduate Studies and Research)

Ex Officio Members of Senate

G. Stuart Adam,
Vice-President (Academic)
Saha Al-Haddad,
President, Graduate Students'
Association
Roger C. Blockley,
Dean, Faculty of Graduate Studies
and Research
Brian Burns,
Director, School of Industrial Design
Frank Dehne,
Director, School of Computer Science
Aviva Freedman,
Dean, Faculty of Arts and Social
Sciences
Gulzar Halder,
Director, School of Architecture
Feridun Hamdullahpur,
Vice-President (Research)
Arthur Kroeger,
Chancellor
Leonard Librande,
Dean of Students
Samy Mahmoud,
Dean, Faculty of Engineering
and Design

Allan M. Maslove,
Dean, Faculty of Public Affairs and
Management
James Pratt,
President, Carleton University Students'
Association
Richard J. Van Loon,
President and Vice-Chancellor
Peter J.S. Watson,
Dean, Faculty of Science
Duncan Watt,
Vice President (Finance and
Administration)

Board of Governors Representatives

Michael Makin
Barbara McInnes
Gail Mutton
Jacques Shore

Special Appointees

Chang H. Chan,
Clerk of Senate (June 30, 2002)
Dennis Farcesse,
Academic Calleege (June 30, 2002)
Brian Ford,
Alumni Representative (June 30, 2001)
Martin Fass,
University Librarian (June 30, 2001)

Senate Executive as of July 1, 2000

G. Stuart Adam
Saha Al-Haddad
K.S. Andonian
John Armitage
Roger C. Blockley
Chang H. Chan
Roland Jeffreys
Aviva Freedman
Mark Langer
Natalie Luckyj
Samy Mahmoud
Allan M. Maslove
James Pratt
Richard J. Van Loon
Peter J.S. Watson



Carleton
UNIVERSITY

Credits: Allegro 168 Inc.; Headlight Innovative Imagery; Gregory Abraszko, Elite Photography; Mike Pinder Photography; Couvette Studio; Wayne Hiebert, The Ottawa Citizen; Wayne Cuddington, The Ottawa Citizen; Flight Research Laboratory, National Research Council; Delta Printing Ltd.; Department of University Communications